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Remarks:					
<p>Your attention is invited to the attached memo from the DDS. Please continue with your plans for critical reviews of your operations as submitted to this Staff in early January 1969.</p> <p><i>sent to all DD's + Staff Chief 2/19/69</i></p>					
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FROM: NAME, ADDRESS AND PHONE NO.				DATE	
Executive Officer				2/19/69	
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FORM NO. 1-67 237

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GPO : 1968 O - 297-542

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14 JAN 1969

MEMORANDUM FOR : Deputy Director for Support

SUBJECT : Critical Review of Office Operations

REFERENCE : DDS Memorandum, dtd 21 November
1968, Same Subject
DDS Meeting, dated 26 November 1968,
Same Subject


1. This memorandum is for information only.
2. In compliance with the above references, set forth in Tab A are the most important, past and more recent critical review actions completed by the Office of Security. These actions were taken for the purpose of assuring maximum and effective employee utility and records management efficiency commensurate with the functional requirements and responsibilities of the OS Directorates.
3. In accordance with the guidelines established by the DD/S the following critical reviews are scheduled for 1969.
 - a. A critical review of OS Administration and Training Staff functions and responsibilities has recently been requested by Chief, A&TS, with a deadline date of COB 31 January 1969; a representative of the Executive Staff will also conduct an audit of all desk functions and responsibilities of the Special Security Center and the Executive and Planning Division, and submit a report to the Executive Officer/OS by approximately 15 February 1969.
 - b. Under the Deputy Director of Security for Investigation and Operational Support, Special Agents in Charge, Division and Staff Chiefs will conduct a review of all current programs. A committee composed of



DD/IOS, ADD/IOS and SA/DD/IOS will examine component findings and submit a report to the OS Executive Officer by 30 April 1969.

c. During FY 1969 personnel of the Security Records and Communications Division of the DD/PS will comprehensively review the criteria covering additions to the OS Master Index in order to control necessary expansion of the Index and assure quality recording. Microfilm holdings will be inspected for retirement or purging, and a study initiated to implement file miniaturization of inactive or retired files to a system such as microfiche; additionally, the Personnel Security Directorate plans a number of surveys and studies of many of their activities, such as improving the security briefings for Agency overseas travelers, "crank" mail handling, and the role played by the Personnel Security Division in the Agency's Retirement Program.

4. The new Overseas Security Support Division was established on 14 October 1968 to render physical, personnel and technical security support abroad in areas which were originally supported by regional staffs and which were eliminated by BALPA considerations. Each Division of the Physical, Technical and Overseas Security Directorate has scheduled for early calendar year 1969 introspective workshop seminars to review priority areas in terms of maximal use of available manpower. Production areas are to be pushed and possible nonproductive areas dropped. Since a "shake down" period will be required to assure no duplication of efforts in the administration of PTOS programs under the recent organizational changes, it is believed that a detailed review of its activities would be more productive and meaningful in approximately twelve months' time.


Howard J. Osborn
Director of Security

Att



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1		C/EPD	1/13/69	<i>[Signature]</i>
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Remarks:

DEADLINE: 15 January 1969 to DDS

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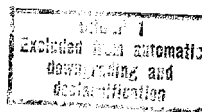
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TAB A

1. In August 1965 the duties and functions of the Office of Security were completely reorganized. The thrust of this reorganization was to compartmentalize functions in order to eliminate duplication of efforts.
2. In June 1967, as a result of operational and cost saving considerations, [redacted] were merged. 25X1A
3. In August 1967 a comprehensive survey of the Office of Security was conducted, covering the functions and responsibilities of all OS personnel to determine if any slots could be made available to satisfy new requirements.
4. In January 1968 the operations [redacted] were consolidated, making available a reservoir of manpower capable of responding more rapidly and efficiently to operational requirements without adversely affecting the normal processing of field investigations. 25X1A
5. In March 1968 a total analysis of the Personnel Security Division was made of all Division positions which resulted in a revised functional statement for the Division and a realignment of positions to correlate more closely with work load requirements; a subsequent inspection of the Division by the OP Wage and Classification Staff validated the effort.
6. In August 1968 a Case Processing Task Force completed a comprehensive survey of all overt and covert case processing which demonstrated that OS management is utilizing a flexible method of processing which results in the best product at the most efficient rate of production commensurate with the sensitivity of the position or project under consideration.
7. The OS Annual Records Management Report completed this month reflects continued substantial accomplishments and savings in the field of paper work management. Of special note was the accomplishments of the Office of Security responding to the request of the Deputy Director for Support to purge office retired records [redacted] 25X1A

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- 25X1A 8. Currently a representative of the Executive Staff is conducting extensive research into converting the file collection of the Interrogation Research Division of DD/PS to a microfiche file system. If successful, all IRD material at the [] will be transferred to Headquarters and placed on a microfiche file, including the present, active Headquarters collection, all of which will be henceforth maintained by IRD. At present, a definite time cannot be given as to when this effort will be fully realized.
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6 DEC 1968

MEMORANDUM FOR: Deputy Directors and Staff Chiefs

SUBJECT : Critical Review of Office Operations

1. At a recent meeting attended by the Deputy Director of Security, the Deputy Director for Support received from each representative present a short synopsis of critical reviews of office functions already completed or in progress.

2. The DDS emphasized that all programs should be reviewed to determine if they are "really necessary" or if they are merely desirable, interesting, or performed to answer contingencies which may arise. He added that these determinations, which would be a part of a critical review, should be made on an organized basis.

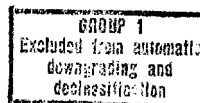
3. By 15 January 1969, the DDS has requested a short memorandum from each Office Head listing the current critical reviews which have been conducted or are planned for the immediate future. Following receipt of this information, there will probably be a meeting with each Office Head to discuss the progress and the plans extant in connection with this review program.

4. Recently, the Executive Staff was furnished information by the various components of critical reviews that have been completed within the Office of Security and of the continuous reviews that are being made by each component. I am asking each Deputy Director and Staff Chief to furnish to the Executive Staff not later than 8 January 1969 a brief proposed plan for the review of his current programs following the general guidelines as set forth in paragraph 2, above.

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Howard J. Osborn
Director of Security

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1 May 1969

MEMORANDUM FOR THE RECORD:

SUBJECT: Critical Review of Executive Staff Operations

1. On 14 January 1969, the Director of Security advised that a representative of the Executive Staff will conduct an audit of all desk functions and responsibilities of the Special Security Center and the Executive and Planning Division, and submit a report to the Executive Officer on or about 15 February 1969. This statement was among several that was made to the DDS at that time.

2. On 3 March 1969, a paper was submitted to and approved by the Director of Security transferring from EPD to DD/PTOS the security support for the relocation of the CIA Headquarters. In addition, security support for overseas wartime and contingency situations were to be transferred from EPD and made a responsibility of the Overseas Security Support Division/PTOS. A further review by the undersigned for each desk of this Division discloses no duplication or apparent overlapping of functions and responsibilities.

3. Since the Chief and Deputy Chief, SSC, are to retire on 30 June 1969, no effort was made to survey the desks in SSC to determine whether there were any duplications of efforts. This action was based on the premise that newly appointed officials for SSC would be in a position to restructure the Center. *Done*

4. No further action is being taken by EPD at this time. Our activities are always under continuous review so that operations are carried out in the most efficient manner.

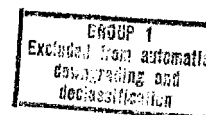


Chief

Executive and Planning Division

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Remarks: I later modified my comment [redacted] that Mr. Bannerman's memo of 12 Feb. 1969 to the Director of Security stated "I would very much appreciate your keeping me informed of your progress in this area particularly interested in your responses to the suggestions and opinions of employees of your components as to better and more efficient ways to do the job." IOS made a report on 30 April, copy attached. APTS can have a report available when needed. Once IOS changes are firm, a report could be made. <i>Nothing received in COMMENTS BY EMPLOYEES.</i>			
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30 APR 1969

MEMORANDUM FOR: Executive Officer

SUBJECT : Critical Review of Office Operations

1. Reference is made to the memorandum from the Director of Security, dated 6 December 1968 and captioned as above, and to my memorandum, dated 8 January 1969, which submitted a plan for a critical review of current IOS programs.

2. A detailed review of all on-going operations within IOS has been completed and all programs have been adjudged to be basically necessary, particularly since almost all of our activities are either in support of agency regulations or of other agency components.

3. However, a proposal is currently under consideration whereby the functions of the Operational Support Division and those of the Special Activities Division will be consolidated and reorganized to achieve greater efficiency in the utilization of both personnel and space available. This proposed reorganization will also involve the Investigations Division, but to a much lesser degree than the other two Divisions.

4. In addition, the critical review has surfaced an area of consideration which deals with time-honored procedures and methods of operation in the fields of statistical analysis, case control methods, basic name check procedures and manual-type written instructions to [] offices. The necessity for retaining these basic management tools in their current form and volume is being further analyzed with

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the possibility in mind that the passage of time, changing conditions, or availability of advanced equipment have made some of these tools obsolete or superfluous, at least in their present form.



Deputy Director of Security (IOS)

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8 JAN 1969

MEMORANDUM FOR: Chief, Executive Staff

SUBJECT : Critical Review of Office Operations

REFERENCE : Memorandum from D/Sec. to Deputy
Directors and Staff Chiefs dated
6 December 1968, same subject

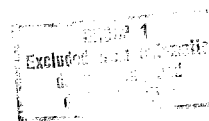
1. As requested by referent, the PTOS Directorate's mechanism for the continuing review of its programs operates in the following manner.

2. All programs are critically reviewed annually in drawing up the Fiscal Year Program Call for the Directorate in terms of their necessity. Many of these programs are based on requirements levied for physical and technical security support to overseas Stations and Bases by the DD/P. Each of the PTOS Divisions has scheduled for early Calendar 1969 intro-spective workshop seminars to review priority areas in terms of maximal use of available manpower resources. Productive areas are to be pushed, non-productive areas dropped, and areas in which a slight increase in effectiveness will produce results identified. Weekly, the DD/PTOS meets with each Division to discuss their operations. Once a week the Division Chiefs will meet with the DD/PTOS to review plans and programs in terms of an integrated Directorate effort.

[Redacted Signature]

Deputy Director of Security (PTOS)

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Remarks: <p>I believe we need to advise the DDS of some plans for a critical review in the immediate future. I don't believe a statement that our operations are under continuous review will satisfy the DDS requirement.</p>					
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6 Dec. 1968

MEMORANDUM FOR: Deputy Directors and Staff Chiefs

SUBJECT : Critical Review of Office Operations

1. At a recent meeting attended by the Deputy Director of Security, the Deputy Director for Support received from each representative present a short synopsis of critical reviews of office functions already completed or in progress.

2. The DDS emphasized that all programs should be reviewed to determine if they are "really necessary" or if they are merely desirable, interesting, or performed to answer contingencies which may arise. He added that these determinations, which would be a part of a critical review, should be made on an organized basis.

3. By 15 January 1968, the DDS has requested a short memorandum from each Office Head listing the current critical reviews which have been conducted or are planned for the immediate future. Following receipt of this information, there will probably be a meeting with each Office Head to discuss the progress and the plans extant in connection with this review program.

4. Recently, the Executive Staff was furnished information by the various components of critical reviews that have been completed within the Office of Security and of the continuous reviews that are being made by each component. I am asking each Deputy Director and Staff Chief to furnish to the Executive Staff not later than 8 January 1969 a brief proposed plan for the review of his current programs following the general guidelines as set forth in paragraph 2, above.

Distribution:

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/s/
Howard J. Osborn
Director of Security

1 - EPD Chrono

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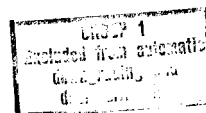
30 APR 1969

MEMORANDUM FOR: Executive Officer

SUBJECT : Critical Review of Office Operations

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2. A detailed review of all on-going operations within IOS has been completed and all programs have been adjudged to be basically necessary, particularly since almost all of our activities are either in support of agency regulations or of other agency components.
3. However, a proposal is currently under consideration whereby the functions of the Operational Support Division and those of the Special Activities Division will be consolidated and reorganized to achieve greater efficiency in the utilization of both personnel and space available. This proposed reorganization will also involve the Investigations Division, but to a much lesser degree than the other two Divisions.
4. In addition, the critical review has surfaced an area of consideration which deals with time-honored procedures and methods of operation in the fields of statistical analysis, case control methods, basic name check procedures and manual-type written instructions to offices. The necessity for retaining these basic management tools in their current form and volume is being further analyzed with

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the possibility in mind that the passage of time, changing conditions, or availability of advanced equipment have made some of these tools obsolete or superfluous, at least in their present form.



Deputy Director of Security (IOS)

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8 January 1969

MEMORANDUM FOR: Chief, Executive Staff

SUBJECT : Critical Review of Office Operations

REFERENCE : Memo dtd 6 December 1968 from
Director of Security, Same Subject

1. Attached are comments from Chief, Personnel Security Division, Chief, [REDACTED] and Chief, Security Records & Communications Division concerning the above Subject.

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2. It should be noted that a continuous review is in existence in each Division in order that the operations and duties can be effectively performed at all times.

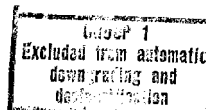


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Deputy Director of Security
for Personnel Security

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6 January 1969

MEMORANDUM FOR: Executive Officer

THROUGH : Deputy Director of Security (PS)

SUBJECT : Critical Review of Personnel Security Division Operations

REFERENCE : Memorandum for Deputy Directors and Staff Chiefs, Subject: "Critical Review of Office Operations", dated 6 Dec. 1968

Critical Reviews Conducted by the Personnel Security Division in 1968 and The Results

1. Effected a total analysis of the Personnel Security Division including a detailed study of all Division positions and a re-write of all job descriptions. Subsequently, a validation of the entire effort was obtained via an exhaustive inspection of the Division by the Office of Personnel's Wage and Classification Staff. Practical results of the foregoing included: a revised functional statement for the Division; several position upgradings; a realignment of positions within Division components to correlate more closely with workload requirements.
2. Participated in a study conducted by the Office of Security Case Processing Committee which examined all phases of investigative case handling and resulted in: (a) striking sharper distinctions between the roles of IOS, PSD, and SR&CD; (b) placing in operation a new Investigative Transmittal Form which combines the IOS Letter of Assignment and the PSD Investigative Transmittal.
3. Studied all aspects of personnel security programming for contract personnel, i. e. contract employees and independent contractors, and produced: (a) drafts of new regulations and handbooks on the subject; (b) a simplified terminology for the personnel categories involved and the security approvals applicable; (c) significant policy agreements with the Clandestine Services guaranteeing that staff-like access for contract personnel will only go to those meeting staff-like security criteria; (d) a redistribution of work assignments within the

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Office of Security whereby Type B (External) Contract Employee cases emanating from the Clandestine Services will be handled by IOS and all contract cases involving staff-like access will be handled by PSD.

4. Introduced, following an inter-office study, personnel security reforms affecting OTR Language Instructors including: (a) the acquisition of full and updated personal history data on such personnel; (b) the scheduling of Supplemental Investigations and Polygraph Interviews in certain cases.

5. Analyzed, from a personnel security standpoint, all categories of support personnel (guards, char force and maintenance types) requiring access to official Agency installations and introduced reforms including higher standards and more investigative activity in certain cases together with the development of a new form (Form 1874) which is usable for all requests and all responses in such cases.

6. Reviewed, in coordination with the Offices of Logistics, Special Activities and Special Projects, the personnel security aspects of the Agency's industrial security program and introduced: (a) a uniform nomenclature for the cases; (b) higher standards and more investigative activity in certain cases; (c) policy and procedural changes relating to the use of polygraph in these cases.

7. Engaged in a systems study, with the help of the Domestic Contact Service, of the processing procedures involved in DCS contact cases. As a result, requests for Security Approvals for Contact now are prepared directly (eliminating a relay of memoranda) and one new multi-copy form will serve as a request for the approval, a worksheet for PSD, a response vehicle to the requestor (DCS) and a means for documenting the various offices' files involved.

8. Worked with the Office of Personnel and the Clandestine Services on a new approach to handling alien marriage (by staff personnel) cases. Drafts were prepared of new regulatory issuances on the subject and procedures introduced to shorten processing time and get quicker overseas reactions on such cases.

9. Following a joint CIA/DIA study, developed a modified approach to the processing of DIA XX4 clearance cases involving personnel to be assigned to NPIC.

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10. Following an internal study of case flow phenomena, introduced a procedure which combines certain transfer action cases and certain special clearance cases into a single adjudication operation.

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11. Reviewed the processing of special clearance cases and introduced appropriate changes to comply with the requirements of [REDACTED]

12. Prepared explicit guidelines for the research and presentation of Chief of Station briefings by the Personnel Security Division.

13. Following a study of the Agency's reinvestigation program, broadened the scope of the effort by electing to include Type A (Internal) Contract Employees and GSA personnel in the regular five-year cycle.

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14. Conducted personnel security surveys at [REDACTED] [REDACTED] OTR facilities and one overseas station. The surveys were aimed at inventorying the various types of personnel at each facility and relating each category to clearances held and access to classified information enjoyed.

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15. After an analysis of PSD's program dealing with Security Approvals for Liaison, prepared and issued [REDACTED] related to inter-Agency liaison activities.

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16. After studying a cross section of outside activity requests, revised Form 879, Outside Activity Approval Request, which provides for a more detailed description by the employee of the outside activity involved and requires more specific reactions to the proposal by the employee's senior supervisors and Security Officer. The new form reflects a new policy which requires greater participation by management in predicting the full impact on the Agency of a planned outside activity.

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18. After a study of customer needs and expectations, devised new and simplified statistical techniques to report on PSD activities.

Critical Reviews by PSD Currently in Progress or Planned for the Future

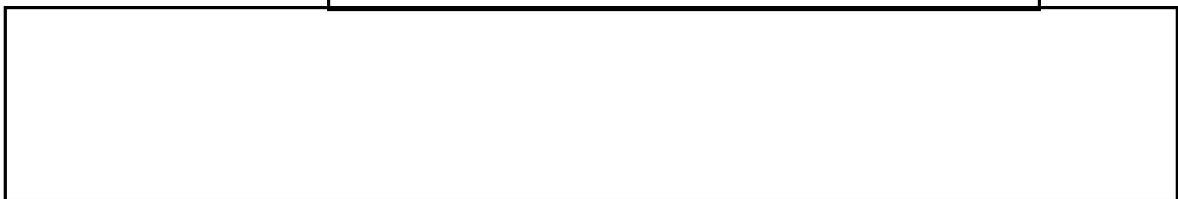
1. In progress - a survey related to the security briefings given by PSD to Agency overseas travelers. The purpose is to improve the quality of such briefings and to animate them through the use of 35 mm slides and audio tapes.

2. Planned - a survey of all security briefings given by PSD with the objective the same as that expressed immediately above.

3. In progress - a survey of "crank" mail handling procedures throughout the Federal Government. The purpose is to expand PSD's liaison base with other U.S. Government "crank" offices and to profit by exchange of information.

4. Planned - a study of the utility of certain record check procedures, e.g.

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6. Planned - a study of the role played by PSD in cases of employees electing health benefits coverage other than GEHA. It may be possible for the Central Cover Staff to deal directly with the Benefits and Services Division, Office of Personnel, on these cases and for PSD to discontinue its involvement.

7. Planned - a study of the role played by PSD in the Agency's Retirement Program. Depending on the circumstances, PSD currently is involved in as many as six separate actions in connection with retiring employees: (a) preparation of an unclassified employment resume; (b) presentation of Agency retirement medallion; (c) presentation of congratulatory letter signed by the DCI; (d) presentation of Length of Federal Service Emblem; (e) Consideration of an Agency Honor and Merit Award; (f) Exit Debriefing. Item (a) occurs in most

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cases. Items (b) and (c) occur in all cases. Item (d) is a recent innovation that will be occurring in all cases. Item (e) occurs in a surprisingly large number of retiree cases. Item (f) occurs in all cases at Headquarters. The net result of all this is to involve PSD in numerous separate actions (pulling files, etc.). It may be possible, after an appropriate staff study, for PSD to deal with retirees in a more meaningful and integrated fashion. Perhaps PSD should establish an earlier relationship with the retiree and begin a counseling relationship with him at the same time the Office of Personnel begins its serious guidance work with the subject.

8. Planned - a study of the operations performed by PSD on the behalf of the Honor and Merit Awards Board. It may be possible to reduce the total volume of paper work involved without reducing the quality of the security guidance.

[Redacted Signature]

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Chief, Personnel Security Division

CONCUR:

[Redacted Signature]

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Deputy Director of Security
for Personnel Security

(Date)

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26 DEC 1968

MEMORANDUM FOR: Executive Officer, Office of Security

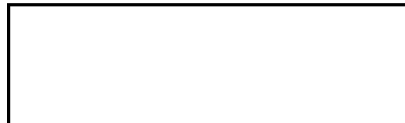
SUBJECT : Critical Review of Office Operations

REFERENCE : Memo dtd 6 Dec 68 from Director of Security, Same Subject

1. A critical review of the operations of the Security Records and Communications Division has continued since the OS Master Index was automated. We have undergone many changes altering our method of operation and improving our efficiency. Responsibilities have been realigned and at the same time, additional functions have been absorbed.

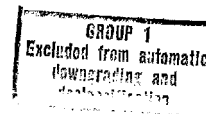
2. We in the Security Records and Communications Division plan to continue to closely review the SANCA (Security Automated Name Check Activity) system for possible modifications and to insure the system is being used to full potential. The collection of SPECLE (Special Clearance) records will receive close scrutiny in view of the rapid growth in these records. Our plans include installation of IBM 2260 display units in other Security components in order to extend to such offices the full potential of the SPECLE system as a means of supporting their separate missions.

3. We plan to thoroughly review the criteria covering additions to the OS Master Index to control the expansion of the index and to assure that all additions are of value to the Office of Security and the Agency. This will include a "clean-up" of the Index to consolidate and/or delete certain records. We plan to inspect our limited microfilm holdings for possible retirement or purging. We also plan to study the means of file miniaturization of our inactive, or retired files, to reduce these hard copy file holdings to a system such as microfiche.



Chief, Security Records and
Communications Division

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26 December 1968

MEMORANDUM FOR: Executive Officer, Office of Security

SUBJECT : Critical Review of Office Operations

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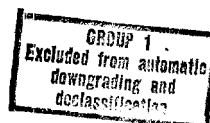
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[Redacted Signature]

Chief, Security Records and Communications Division

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UNITED STATES GOVERNMENT

Memorandum

TO : Deputy Director of Security (PS) DATE: 11 December 1968

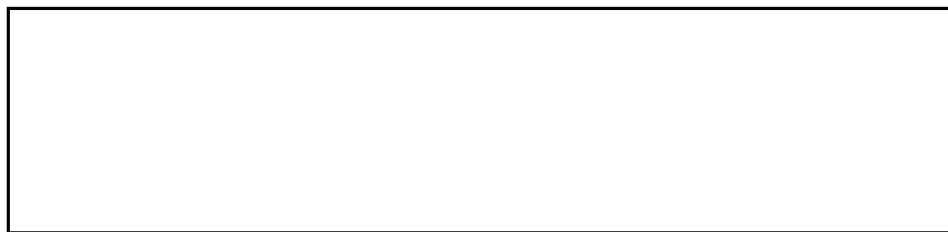
FROM : Chief, Interrogation Research Division

SUBJECT: Critical Review of Office Operations

1. This is the IRD response to the 6 December 1968 memorandum from the Director of Security.

2. In the context of that memorandum, the programs or functions of IRD can be thought of as including the following:

- a. The conducting of polygraph examinations of cases for which the Director of Security is responsible;

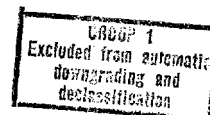


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3. Training of new examiners, cooperating in the training of personnel, and lecturing or briefing of others on the polygraph could possibly be included but are not for the reason that they do not involve anywhere near the time and dollars of those which are listed.

4. Neither of the first two listed are subject to change merely within the confines of IRD. Both programs are responses to requirements set on us either by components of Security or by components of the Clandestine Services. The size of both programs may be changed by determinations that specified case categories are no longer to be polygraphed. These, however, would require an overall review of personnel security or operational security programs as we now know them. We are always on the lookout for cases which by their own nature are not proper polygraph cases or which economy considerations would warrant their being set aside.

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5. The research program is under constant scrutiny from several levels and angles in view of the fact that it is an ORD effort and most of the money comes from them. The status of the polygraph is such as to make its research program vital and not just desirable or interesting.

6. IRD has no program which would fit the DD/S "contingency" classification.

7. In terms of your obligation to the D/Sec, the attention being given to external documents such as the CSC letter assures a continuing close review of our functions or programs.



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8 January 1969


MEMORANDUM FOR: Executive Officer

SUBJECT : Critical Review of Office Operations

1. Reference is made to the Director of Security memorandum dated 6 December 1968 requesting a brief proposed plan for the review of current IOS programs.

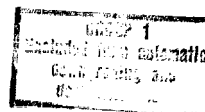
2. In accordance with reference, I propose to take the following action:

- a. Special Agents in Charge and Division and Staff Chiefs will conduct a critical review of all on-going programs following the guidelines established by DDS. Individual reports with recommendations will be submitted to the undersigned.
- b. A committee composed of DD/IOS, ADD/IOS, SA-DD/IOS, and a senior field office representative will review component findings and will submit a report to the Executive Officer on actions taken and/or proposed by close of business 30 April 1969.


Deputy Director of Security (IOS)

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24 DEC 1968

MEMORANDUM FOR: Chief, Personnel Branch
Chief, Budget & Fiscal Branch
Chief, Logistics Branch
Chief, Training Branch

SUBJECT : Critical Review of A&TS Functions

1. In compliance with instructions from the Deputy Director for Support and the Director of Security, it is requested that you conduct a critical job by job functional review of the activities of your Branch considering the following:

a. Functional responsibilities--are they clearly defined, are there conflicts with other components, are the employees fully aware of their responsibilities, and should these be reallocated or consolidated within the component or with another component?

b. Are the procedures, practices, records, and forms utilized necessary and responsive to the functional requirements? Is there unnecessary duplication or unnecessary recording of existent information? Are the reporting requirements justified on a present-day basis or are they a carry-over from the traditional past?

c. The suggestions and opinions of the employees of the component should be solicited as to better and more efficient ways of doing the job.

2. It is requested that a written report reflecting the results of your review, including steps taken in the conduct of same, be furnished the Chief, Administration and Training Staff by close of business 31 January 1969.

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3. The Deputy Chief, A&TS has been requested to coordinate this matter and to keep me advised of the progress being made relative to this review.


Chief, Administration and Training Staff

cc: Chief, Executive Staff

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3 January 1968

MEMORANDUM TO: Executive Officer, Office of Security
FROM : Chief, Security Research Staff, Office of Security
SUBJECT : Memorandum 6 December 1968, Critical Review of
Office Operations

1. Various programs carried on by this office have been reviewed and are all considered essential to the counter-intelligence activity of this staff.

2. It might be pointed out that one program, publication of the SRS Digest, had to be discontinued during the past year due to a lack of personnel although it was a widely sought and much commended issuance.

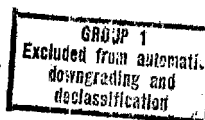
3. A number of requirements submitted to this staff originate with the Director, Executive Director/Comptroller, Deputy Director for Support, etc. and there is no way the undersigned can anticipate the frequency or volume of such requirements as they are occasioned by individuals, organizations and events external to the Agency and beyond its control.



Chief, Security Research Staff

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8 January 1969

MEMORANDUM FOR: Chief, Executive Staff

SUBJECT : Critical Review of Office Operations

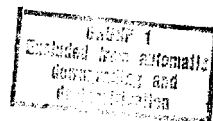
1. Reference is made to the Director of Security's memorandum dated 6 December 1968 requesting a brief proposed plan for the review of current programs in accordance with guidelines set forth by the DDS.

2. As the result of our discussions at a recent morning staff meeting, it was decided to conduct a review of both the Special Security Center and this Division and submit a reply to you on or about 15 February 1969. Such a review will be in the nature of a desk audit conducted by one to two members of the Staff following the DDS guidelines.



Chief
Executive and Planning Division

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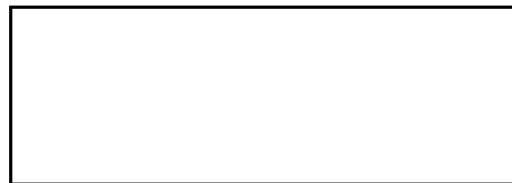
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26 November 1968

MEMORANDUM FOR THE RECORD

SUBJECT: Critical Review of Office Operations

1. Today, Mr. Bannerman extended his weekly staff meeting into an executive session in order to discuss his memorandum, dated 21 November 1968, subject as above.
2. Mr. Bannerman asked each representative to give a short synopsis of any critical reviews of office functions which have already been completed or which are in progress. As a broad overview, it is obvious that the functions of each office have been examined repeatedly and that reviews of functions are presently in progress on a broad scale.
3. He elaborated that all programs should be reviewed to determine if they are "really necessary" or if they are merely desirable, interesting, or performed to answer contingencies which may arise. He added that these determinations, which would be a part of a critical review, should be made on an organized basis.
4. The DDS concluded that by 15 January 1969 he would like a short memorandum from each Office Head listing the current critical reviews which have been conducted or are planned for the immediate future. He added that following the receipt of these memoranda he will probably meet with each Office Head to discuss the progress and the plans extant in connection with this review program.

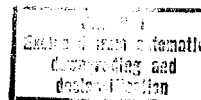


Deputy Director of Security

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Attachments

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SECRETBRIEFING NOTES FOR DDS EXECUTIVE SESSION DISCUSSIONS26 NOVEMBER 1968(CRITICAL REVIEW OF OFFICE OPERATIONS)

I. Critical Examinations Already Made

A. August 1965

Duties and functions of the Office of Security were completely reorganized. Three Deputy Directorates were established as were three Staffs. The thrust of this reorganization was to compartmentalize functions in order to eliminate duplication of efforts.

B. March 1966

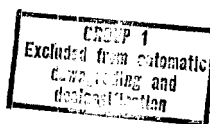
Detailed hearings were held to justify all positions and funds requested on the basis of workload and other measurable criteria.

C. June 1967

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D. June 1967

The Classification and Wage Division, Office of Personnel, reviewed positions in the Personnel Security Division. Changes in organizational structure were effected.

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E. June 1967

The Inspector General surveyed the Office of Security.

F. July 1967

The Liaison Office at the National Personnel Records Center, St. Louis, Missouri, was established.

G. July and August 1967

A complete survey of the Office of Security was conducted to determine if any slots could be made available to meet new requirements. This survey went down to the Branch level throughout the office. It covered the functions and responsibilities of all personnel.

H. August 1967

Classification and Wage Division, Office of Personnel, did a complete review of the Security Records and Communications Division. Reorganization and classification of positions resulted.

I. January 1968

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J. April 1968

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K. May 1968

Technical Division was reorganized along functional lines to streamline procedures and avoid duplication of efforts.

L. July 1968

[REDACTED]

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M. August 1968

The Overseas Security Support Division was established to render [REDACTED] support abroad.

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N. August 1968

A case processing survey was made to determine if efficiency could be improved and to spot any overlapping of functions.

O. October 1968

Physical Security Division is being reoriented so as to limit its functions [REDACTED]

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P. November 1968

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[REDACTED]

II. Critical Reviews Currently Necessary in the Office of Security

A. The Overseas Security Support Division will be under continuing critical review during an extended "shakedown" period.

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- B. SR&CD will be under continuing review because of
changes and functions resulting from automatic data
processing.
- C. Long-range planning committee.

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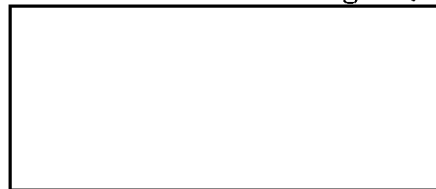
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25 November 1968

MEMORANDUM FOR: Director of Security

SUBJECT : Critical Review of Office Operations

1. The Deputy Directors and Staff Chiefs were requested to furnish their reactions to a proposal by the Deputy Director for Support for a critical review of Office operations.
2. Attached are the comments of the various components of the Office of Security. As you will note, each component is continuously reviewing its daily operations and has done so over a period of time with the view of realigning responsibilities, procedures and practices where possible.
3. The Chief, A&TS, has provided a list of critical management reviews conducted by the Office since 1965. Other components have cited similar reviews.
4. If a critical review is made of the Office, a task force would be the most logical method to accomplish this goal.

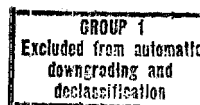


Chief
Executive Staff

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Attachment

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25 NOV 1968

August 1965

After a review of duties and functions the Office of Security was reorganized into three (3) Deputy Directorates and three (3) Staffs in an effort to streamline procedures and eliminate duplication and/or overlapping of efforts in the various security fields.

March 1966

In connection with the preparation of the Budget for 1967 the Deputy Director of Security held detailed hearings wherein supervisors down to the division level were required to fully justify all positions and funds requested on the basis of workload and other measureable criteria. This same type of review was again made by the Director of Security in early 1967.

June 1967



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June 1967

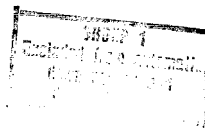
The Classification and Wage Division, Office of Personnel, reviewed the positions and responsibilities of the Personnel Security Division and the review resulted in changes in organizational structure and positions.

August 1967

Classification and Wage Division, Office of Personnel, made a complete study of our Security Records and Communications Division which resulted in a divisional reorganization and reclassification of many positions.

May 1968

The Technical Division was reorganized along functional lines to streamline procedures.



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January 1968

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July 1968

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October 1968

The new Overseas Security Support Division was established to render  support abroad in areas which were originally supported principally by regional staffs which were eliminated by the BALPA exercise.

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SSC-0423-68

25 NOV 1968

MEMORANDUM FOR: Chief, Executive Staff

SUBJECT : Critical Review of Office Operations

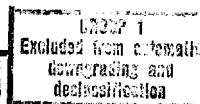
Because the SSC is primarily a policy and guidance office to be responsive to the needs of the intelligence community in the compartmented information field, it is continually reviewing procedures, practices, records and forms utilized by not only the intelligence community but also inevitably because of the nature of the review an introspective review of itself.



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Chief, Special Security Center

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25 November 1968

MEMORANDUM FOR: Chief, Executive Staff

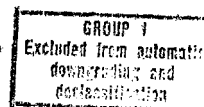
SUBJECT : Critical Review of Office Operations

1. The functions and responsibilities of the Executive and Planning Division are well defined and are not duplicated by other components of the Office of Security. The Division is composed of specialists in certain areas--the Security Committee, NDPC, War and Contingency Planning, ADP, Records Management, Reports and Studies, and Regulations. With a small staff, we are constantly seeking new methods and short cuts in our work.
2. For background information, we conducted a survey of the Office of Security in July and August 1967 to determine whether or not there were any available slots which could be used to meet new requirements being levied on the Office. This survey required personal interviews with all OS officials down to the Branch level, and covered the functions and responsibilities of all concerned. Recently, under the Chairmanship of [] a Case Processing Report was completed in August 1968 which covered the processing of overt and covert cases in detail in PS and IOS with the idea of improving efficiency and thereby realize savings in manpower.
3. With several areas undergoing shakedowns in OS, I feel that it is not feasible to conduct a survey of the Office at this time. However, since DD/S is requesting that a critical review be made, the most logical method is the appointment of a task force to accomplish this.

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Chief
Executive and Planning Division**SECRET**

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MEMORANDUM FOR: Executive Officer

SUBJECT : Critical Review of Office Operations

REFERENCE : DD/S 68-5721 dated 21 November 1968,
Subject: Critical Review of Office
Operations

25X1A 1. The reduction of positions overseas necessitated the establishment of the Overseas Security Support Division. The Division was activated on 14 October 1968, and assigned the responsibility of providing effective and efficient physical, support to overseas installations of the Agency.

25X1A 2. The Physical Security Division is currently being realigned since its overseas activities have been transferred to the new OSSD.

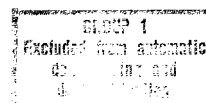
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4. As a result of the above changes, a shake-down period will be required to assure no duplication of efforts in the administration of the programs involved. A constant review is in progress to assure this goal. In view of the recent organizational changes in PTOS, it is felt a detailed review of its activities would be more beneficial if it were conducted after the changes have been in effect for approximately 12 months.

5. If it is determined that a detailed review be conducted in the Office of Security as a whole, it is suggested that a task force under the Executive Staff be formed to conduct such a review.

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Deputy Director of Security (PTOS)



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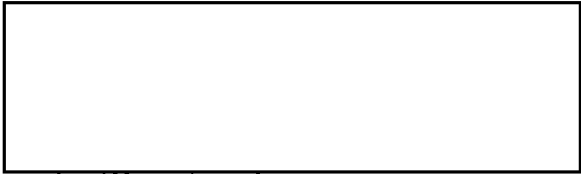
22 November 1968

MEMORANDUM FOR: Chief, Executive Staff

SUBJECT : Critical Review of Office Operations

1. In accordance with the Deputy Director for Support's memorandum of 21 November 1968, the following is furnished for your information.
2. During calendar year 1968, the Chief, Personnel Security Division of this Directorate has continued a critical review of his Division, realigning responsibilities, procedures, and forms wherever possible. New job descriptions have also been written when appropriate, with suggestions and opinions of employees being considered at all times. During the Chief, Personnel Security Division's recent briefing of the Deputy Director for Support, this critical review was covered in depth.
3. Further, due to automation of the Security Records & Communications Division, a continuous critical review of this Division has been necessary. New job descriptions have been written when necessary and functions and procedures have been adjusted as appropriate. Every effort is and has been made to streamline SR&CD functions as much as possible. The Chief, Security Records & Communications Division, during his recent verbal briefing of the Deputy Director for Support, covered in depth automation processes and what has been done to realign functional and procedural responsibilities in SR&CD.

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Deputy Director for Security
for Personnel Security

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MEMORANDUM FOR: Deputy Chief, Executive & Planning Division

SUBJECT : IOS - Administrative
(Functional Statements)

1. Reference is made to the memorandum of 2 June 1967, requesting a review and updating, as appropriate, of the functional statements of the various IOS components.

2. You will, of course, delete the write-up on Security Records Division (now SR&CD) from the IOS organizational elements and add the functions of the Alien Affairs Staff.

3. The write-up on the Alien Affairs Staff, as set forth in the September 1963 statements of functions, still applies and should remain unchanged. Changes in the statements on the [redacted] Operational Support Division, and Investigations Division are necessary, and it is requested that you substitute the attached statements for those presently included. [redacted] is also to be deleted from the list of [redacted] on the organizational chart.

4. Also attached is a functional statement covering the new Special Activities Division which should now be included under the statements involving the IOS Directorate.

[redacted]
Special Asst. to DDS (IOS)

Attachment

[redacted] vsf

7 Jun 67

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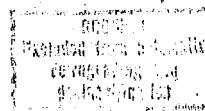
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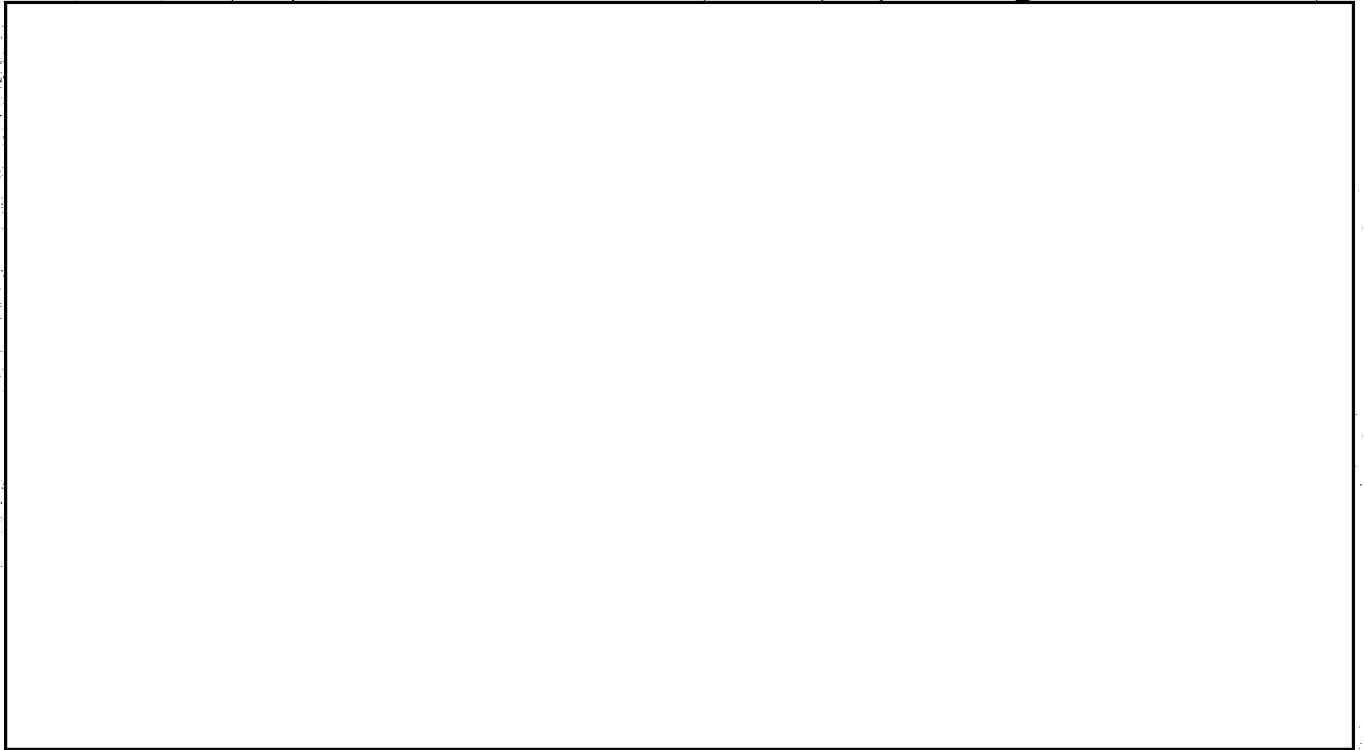
INVESTIGATIONS DIVISION

The Investigations Division directs field investigations for the determination of security acceptability of personnel to be employed by or associated with the Agency; evaluates available information and either approves or recommends disapproval with respect to the security acceptability of various categories of covert personnel. The Investigations Division schedules field investigations, including checks of other government agencies, on all types of personnel of interest to the Agency, including those of interest to proprietary organizations and development projects; monitors the progress of these investigations and gives necessary guidance to the field; evaluates investigative results and other pertinent information regarding persons of covert interest and either approves or recommends disapproval of their use, conducts continual research of organizations and personalities of security significance; gives security advice and guidance to other components of the Agency with respect to the utilization and suitability of individuals in various covert positions and covert projects.

SPECIAL ACTIVITIES DIVISION

The Special Activities Division has been assigned the responsibility to manage, administer, promote, and control a sensitive Office of





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25 NOV 1968

MEMORANDUM FOR: Chief, Executive Staff

SUBJECT : Critical Review of Office Operations

1. Reference is made to the memorandum dated 22 November 1968, captioned as above.

2. The functions and responsibilities of IOS components as reviewed in the attached memorandum dated 9 June 1967 are clearly defined. There appear to be no conflicts or overlapping with other components and all IOS employees are fully aware of their individual responsibilities.

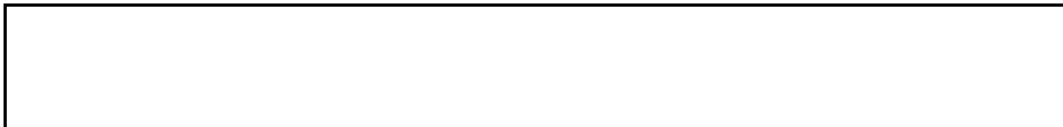
3. During the past year, as well as in previous years, IOS has conducted functional reviews in the interest of economy and sound management. As a result of these reviews, the following major changes have taken place:

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b. On 1 July 1967, a Liaison Office was established at the National Personnel Records Center, St. Louis, Missouri. This office was specifically established to process a constantly increasing volume of military service and civilian Federal employment record checks. Processing time for individual checks was reduced by three to four days.

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both operational and administrative considerations and has made available a reservoir of manpower capable of responding more rapidly and effectively to operational requirements without adverse effects on the normal processing of field investigations.

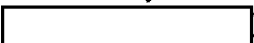
d. During April 1968, Covert Branches 1 & 2 of the Investigations Division were consolidated due to drastic curtailment of CA Staff proprietary activities and the consequential sharp dropoff in covert clearance requests. This consolidation enabled reassignment of some professional and clerical personnel to other components within IOS where their services were required.

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4. As you are aware, the Office of Security has been involved in several critical reviews of office operations. Some recent reviews are as follows:

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- a. OS survey conducted by Executive Staff
 in 1965.
- b. The cost reduction and management improvement program has been a continuing one since 14 June 1965.
- c. The Inspector General's survey of the Office of Security, June 1967.
- d. OS survey conducted by the Executive Staff in July and August 1967 to resolve a slotting problem.

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5. Based on budget and manpower allocations, IOS components are constantly reviewing their operations, and procedures and practices are changed where necessary.

6. The undersigned is of the opinion that each Directorate should continue to closely monitor and review its operations to avoid duplication and improve overall efficiency.



Deputy Director of Security (IOS)

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25 November 1968

MEMORANDUM FOR: Chief, Executive Staff

SUBJECT : Critical Review of Office Operations

1. The functions and responsibilities of the Executive and Planning Division are well defined and are not duplicated by other components of the Office of Security. The Division is composed of specialists in certain areas--the Security Committee, NDPC, War and Contingency Planning, ADP, Records Management, Reports and Studies, and Regulations. With a small staff, we are constantly seeking new methods and short cuts in our work.

2. For background information, we conducted a survey of the Office of Security in July and August 1967 to determine whether or not there were any available slots which could be used to meet new requirements being levied on the Office. This survey required personal interviews with all OS officials down to the Branch level, and covered the functions and responsibilities of all concerned. Recently, under the Chairmanship [redacted] a Case Processing Report was completed in August 1968 which covered the processing of overt and covert cases in detail in PS and IOS with the idea of improving efficiency and thereby realize savings in manpower. 25X1A

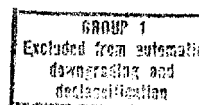
3. With several areas undergoing shakedowns in OS, I feel that it is not feasible to conduct a survey of the Office at this time. However, since DD/S is requesting that a critical review be made, the most logical method is the appointment of a task force to accomplish this.

[redacted]

Chief

Executive and Planning Division

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25 NOV 1968

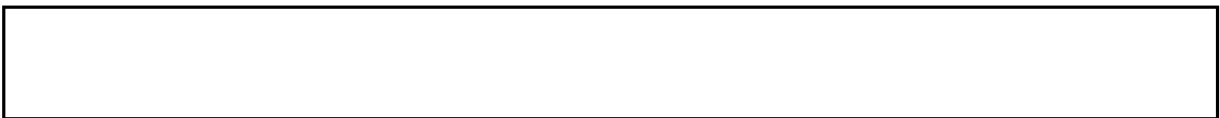
August 1965

After a review of duties and functions the Office of Security was reorganized into three (3) Deputy Directorates and three (3) Staffs in an effort to streamline procedures and eliminate duplication and/or overlapping of efforts in the various security fields.

March 1966

In connection with the preparation of the Budget for 1967 the Deputy Director of Security held detailed hearings wherein supervisors down to the division level were required to fully justify all positions and funds requested on the basis of workload and other measureable criteria. This same type of review was again made by the Director of Security in early 1967.

June 1967



June 1967

The Classification and Wage Division, Office of Personnel, reviewed the positions and responsibilities of the Personnel Security Division and the review resulted in changes in organizational structure and positions.

August 1967

Classification and Wage Division, Office of Personnel, made a complete study of our Security Records and Communications Division which resulted in a divisional reorganization and reclassification of many positions.

May 1968

The Technical Division was reorganized along functional lines to streamline procedures.



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January 1968

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[Redacted]

July 1968

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October 1968

The new Overseas Security Support Division was established to render Physical, Personnel and Technical Security Support abroad in areas which were originally supported principally by regional staffs which were eliminated by the BALPA exercise.

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21 NOV 1968

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, Support Services Staff

SUBJECT : Critical Review of Office Operations

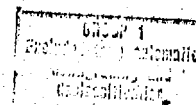
1. In light of personnel ceiling and budgetary restrictions which exist at the present time and will most likely continue well into the future, I have been concerned whether the DD/S Offices have been reviewing their component activities in a critical sense as to their functional necessity, whether they can be functionally combined with other on-going activities, and whether they can be accomplished more efficiently in some other manner. Through several means each Office Head does direct and monitor his component functions which in turn serve as a general review of the component functions and activities. I do not believe, however, that the ingredients of a critical review are conducted on a systematic and organized basis. In certain instances I have seen the results of a critical job-by-job functional review of a component and have been impressed with the time and manpower savings that have resulted. Equally important, there was developed a much clearer definition of that component's responsibilities. The result was a much cleaner operation and a definite improvement in employee efficiency and morale as conflicting responsibilities were eliminated.

2. I request that each Office conduct a critical review of its component divisions and branches considering the following:

a. Functional responsibilities--are they clearly defined, are there conflicts with other components, are the employees fully aware of their responsibilities, and should these be reallocated or consolidated within the component or with another component?

b. Are the procedures, practices, records, and forms utilized necessary and responsive to the functional requirements? Is there unnecessary duplication or unnecessary recording of existent information? Are the reporting requirements justified on a present-day basis or are they a carry-over from the traditional past?

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c. The suggestions and opinions of the employees of the component should be solicited as to better and more efficient ways of doing the job.

3. I expect that each Office will have a somewhat different form of conducting this critical review of its operations. I would like to discuss this in executive session at the 26 November 1968 DD/S Staff Meeting and have each Office Head report his reaction to this proposal. I am quite aware that this will involve a manpower requirement which must necessarily be adjusted to meet the on-going programs.



for R. L. Bannerman
Deputy Director
for Support

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